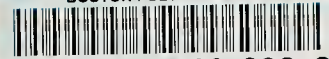


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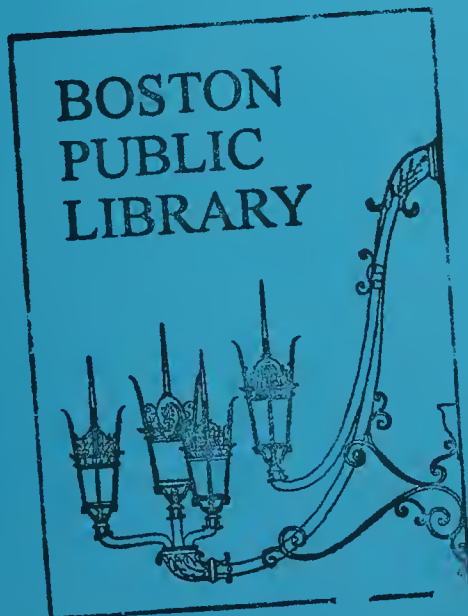
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A GROWTH STRATEGY FOR BOSTON'S HOTEL & CONVENTION INDUSTRY



Boston Redevelopment Authority
Robert F. Walsh, Director

City of Boston
Kevin H. White, Mayor

May 1977

INTRODUCTION

In early 1976, the Boston Redevelopment Authority, recognizing the importance of convention business to the local economy, undertook a study to determine what public actions were necessary, or advisable, to enhance Boston's ability to compete for convention business.

Working with the non-profit Greater Boston Convention and Tourist Bureau, Inc., it was decided that the study should identify the relationship between available hotel rooms and exhibit spaces and evaluate what potential convention market Boston might attract given additional facilities and resources.


In carrying out this study, information and guidance were obtained from the Convention Bureau, the City of Boston Auditorium Commission, and various surveys and trade documents.

The report which follows presents an analysis of Boston's Convention/Hotel Market, Convention Hall Market, and the Commonwealth's and City's contribution to the convention industry.

Robert F. Walsh
Director
Boston Redevelopment Authority

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SUMMARY

Conclusions / Recommendations

1. Boston must improve its hotel/convention facilities if it is to remain competitive with other cities.

The strength of Boston's convention/hotel market is threatened. Expansion of facilities by Boston's competitive cities as well as changes in hotel ownership (the Statler-Hilton, for instance, will no longer be part of a national chain) are indications that the city needs to improve its hotel and exhibit facilities.

2. In order to optimize its competitive position, Boston needs convention-oriented hotel rooms providing 1,600-1,800 rooms and located in proximity to its convention facilities.

Although one might consider the analogy of the chicken and egg in deciding whether convention hotel rooms or exhibit space is more important, it does appear that first priority should be given to the provision of some 1,600-1,800 new convention-oriented hotel rooms that are located in proximity to the city's existing convention facilities. These rooms are necessary in order to upgrade the number and quality of convention rooms, attract a greater share of the potential meeting market to Boston, and maximize the utilization of Hynes Auditorium.

Currently, the city has a base of 2,500 hotel rooms committable for a city-wide convention. It is estimated that Boston needs about 4,000 committable rooms in order to optimize its present market position. Using the rule of thumb that one-half of a city's hotel rooms are available for a city-wide convention, an additional 3,000 hotel rooms, yielding 1,500 committable convention hotel rooms, would provide the needed increase. The renovated Boston Park Plaza Hotel of 800 rooms, a new convention hotel of 1,000 rooms, and several smaller properties providing 600-800 rooms would give the city its optimum hotel facilities.

3. The Auditorium Commission and the Convention Bureau should jointly fund the hiring of a consultant who would, with the assistance of the BRA, make a thorough study of Boston's convention market and determine whether expansion of Hynes - or a new auditorium - would best respond to this market.
-

In addition to the need for more hotel rooms, it is also evident that Boston is now reaching the point where an expansion of its convention facilities may be warranted in order to remain competitive as well as to stimulate additional hotel development. Currently the John B. Hynes Veterans Auditorium is operating at near capacity and many conventions have outgrown the facilities. Additional space could perhaps be provided by adopting a policy which limits the types of shows booked at Hynes or by undertaking an expansion of Hynes. Additionally, the city could construct a new public facility or make various public improvements which would stimulate a new private facility.

A second phase study, therefore, is needed in order to evaluate in more detail what types of convention business might be attracted by expansion of convention facilities, the economic feasibility of expanding Hynes Auditorium or constructing a new facility, and what State assistance will be needed to carry out an expansion program. The study would also identify what business might be lost if only existing facilities are available.

4. A representative of the Mayor should be designated to orchestrate the City of Boston's role in expanding the hotel/convention industry.

Efforts to secure new hotel development and expand convention business often involve a full range of sometimes contradictory planning, development, promotion, fiscal and monetary considerations. To insure that Boston's efforts are coordinated, that there is adequate representation of the city at conventions, and that data on those attending conventions is collected and evaluated, it seems appropriate that the Mayor designate a representative for the city.

5. The Convention Bureau and the City of Boston should jointly work out with the Commonwealth a more equitable distribution of monies which result from convention/tourist expenditures in order to stimulate expansion of this industry.

The current revenue formula on convention-related taxes (meals, sales, etc.) benefits the Commonwealth as opposed to the City of Boston on more than a two-to-one basis. It is estimated that each conventioneer in Boston spends an average of \$85 per day. The city's return, in the form of real estate taxes, is \$2.50. In contrast, the Commonwealth receives approximately \$5.10 of the average conventioneer's daily expenditures. At the same time, the Commonwealth does not have to provide any of the services, such as police, fire and sanitation, that the city must provide for convention visitors, nor does it have to pay for the operation of Hynes Auditorium.

Indeed, for most of the cities competitive with Boston, the states share to a large extent in the annual operating deficits and the cost of promoting convention business.

The Commonwealth does return a portion of the room tax to the Convention Bureau to cover some of the expenses involved in promoting and administering convention trade in Boston, but as of June 30, 1977, the room tax will go into the Commonwealth's general fund. Although the Convention Bureau will continue to be funded, it will be subject to legislative action each year. It is therefore essential that the Commonwealth increase the level of funding in the future to the Convention Bureau so that the city will have the incentive to expand its hotel/convention facilities.

THE CONVENTION HOTEL MARKET

Boston competes with many other American cities for convention business (see Table 1, p. 20) and now needs to consider the feasibility of enlarging its capacity for convention activity in order to improve its competitive position relative to these other cities. This can be done by examining the convention-oriented hotel, meeting and exhibit facilities that now exist in Boston and determining whether, and how, they might be expanded.

The Convention Hotel Market

A convention hotel, as opposed to a commercial hotel/motel facility, has its own ballrooms, meeting rooms and promotional staff. But, as is the case with the Sheraton-Boston, not all convention activities can be accommodated within the hotel itself. Convention hotels depend upon other hotels for rooms and upon public facilities, such as Hynes Auditorium, for large meeting and exhibit facilities. The Sheraton-Boston Hotel, for example, utilized Hynes Auditorium for one-third of the 75 conventions at the hotel in 1976.

Thus, in evaluating the potential for additional hotel rooms, three factors should be considered:

- (1) the adequacy of existing hotel/convention facilities;
- (2) the market for additional convention-based hotel business;
- (3) the adequacy of existing public meeting facilities.

Boston's convention/hotel facilities are currently inadequate both in terms of number and quality of rooms. Because the Boston Park Plaza Hotel will not be part of a national chain, this property will not have the same drawing power it previously had in attracting conventions which use their own meeting facilities as well as those of Hynes. In addition, the renovation plans for this hotel have not been finally established.

As Table 2 (p. 21) indicates, Boston currently has 3,305 committable rooms. This total includes several inexpensively priced properties which most conventions would not consider. The American Academy of

Family Physicians (Exhibit 1, p. 29) will not return to Boston unless the hotel accommodations are improved. A more detailed survey of the convention market is required in order to establish how many more conventions are in this category.

Along with the issue of room quality is that concerning the degree to which Boston is maintaining a competitive position in hotel-based conventions. The International Association of Convention and Visitors Bureaus lists 7,000 national conventions, some 6,500 of which could take place solely within a convention hotel. In 1976, Boston attracted 283 conventions. Excluding the 25 which were held at Hynes, the city was capturing 4% (258 of 6,500 conventions) of the market. The Sheraton-Boston alone accounted for one-third of this business.

A study for a recently proposed convention hotel in Boston noted that a major hotel of approximately 800 rooms in the right location, operated by a national chain experienced in promotion and with adequate meeting facilities, could generate enough new business to be a viable investment without requiring any additional public convention facilities. The market study indicated that the hotel could generate 60% of its business based on conventions, 60% of which had never come to Boston.

Beyond the issues of the number and quality of hotel-based convention facilities is a concern for the availability of a sufficient number of rooms to serve Hynes Auditorium. The convention market which this facility attracts consists of some 250+ conventions; 13 of these groups require 2,800-3,300 hotel rooms, 14 need 3,301-4,000 rooms. If one discounts the Boston Park Plaza Hotel, the city now has only 2,800 committable rooms. If the inexpensive hotels were also discounted, this total would be reduced to 2,500 rooms. These totals are far below the 3,400-4,000 rooms needed in order to attract the larger, first-class conventions. It is these groups which will maximize the utilization of Hynes Auditorium, book a large number of hotel rooms in the city, and spend at least \$85/day on food, retail sales, etc.

Given the need to increase the number and quality of convention hotel rooms in Boston, it is estimated that the development of several smaller properties totaling 600-800 rooms is required, in addition to a single large convention hotel of 1,000 rooms, in order to provide the city with approximately 4,000 committable hotel rooms.

A rule of thumb used in estimating the availability of committable rooms for a city-wide convention is to take 50% of the total room count. Assuming one-half of the total number of projected rooms (1,800 through new construction plus 800 renovated rooms in the Boston Park Plaza Hotel), one arrives at a net total of 1,300 rooms. If this total is then added to the base of 2,500 committable rooms presently available in Boston, one arrives at the 3,800 committable rooms the city needs to optimize its present market position.

There is interest on the part of several developers so that a total of 600-800 rooms could be produced, in addition to a large convention hotel of 1,000 rooms. That number probably represents the total number of rooms the city can absorb unless there is a significant expansion of the local economy and a further investment by the city in public convention facilities.

Three additional points should be made about hotel-related convention business in Boston. First, it is essential that the Boston Park Plaza Hotel carry out the proposed renovation plans. Many convention cities, Philadelphia and Cleveland, for example, have lost significant business because their hotels and adjacent areas have been allowed to deteriorate.

Second, even with the conversion of the Boston Park Plaza Hotel to a moderately-priced hotel, Boston has, in contrast to its major competitive cities, a higher proportion of deluxe to moderately-priced rooms (see Table 3, p. 23). Because there exists a market in Boston for moderate-price conventions, consisting of educational and scientific groups, it would appear that a portion of the new construction should be focused in this price range.

Third, it is of critical importance that priority be given to those additional hotel facilities which will be constructed in proximity to Boston's convention facilities and that these properties include their own meeting space. These characteristics would ensure that the city would bring in new convention-related business as opposed to competing for the same local hotel market.

THE CONVENTION HALL MARKET

Beyond a new convention hotel and some additional properties totaling some 600-800 rooms, it is unclear whether there is a market for more hotel rooms without additional meeting facilities.

In fact, as one analyzes the convention facilities of Boston's competitive cities, the occupancy rate of Hynes Auditorium, the convention market and the characteristics of other facilities in Boston, it becomes clear that the city is now reaching the point where an expansion of its facilities may be warranted in order to remain competitive as well as to stimulate additional hotel development.

Table 1 indicates the number of hotel rooms and the convention facilities available at Boston's competitive cities. Thirteen of the eighteen cities have larger exhibit space. Whereas only six cities have more hotel rooms within eight blocks of the meeting facility, twelve of the eighteen cities have more hotel rooms within the metropolitan area. These facts would seem to indicate, on a comparative basis, that additional meeting space is justified in order to attract more hotels.

An analysis of Hynes Auditorium over the past four years (see Table 4, p. 24) indicates that the number of conventions has almost doubled, from 14 to 25, and the number of trade, gate and public shows* has decreased. In spite of this shift in mix of shows, the gross income has increased and a high rate of occupancy has been maintained. Increasing fuel and labor costs account for the deficit which has grown in four years from \$23,000 to \$108,000.

The variation and shift in the mix of shows is not a function of the availability of hotel space. It results from the lack of a broad commitment until recently in convention promotion and from a continued policy on the part of the City of Boston to minimize the deficit of the hall by managing various show services on an exclusive basis.

This past year (1976) can be considered a good model year in assessing the operation of Hynes Auditorium. There was a low deficit, a large number of conventions, and a high rate of occupancy. If Hynes Auditorium

* See Definitions, p. 17.

eliminated some gate and trade shows - and were willing to absorb a higher deficit - it would be possible to accommodate a maximum of 35 conventions each year. But even with these changes in policy to allow for more conventions, Hynes Auditorium, with 25 conventions last year, is close to the maximum number of conventions which can be held at that facility.

Convention Bookings 1977 - 1979*

<u>Year</u>	<u>Number of Regional/National Conventions</u>
1977	18
1978	24
1979	23

* Confirmed as of January 1, 1977.

Several factors work against the adoption of a policy which would increase the number of conventions at Hynes Auditorium as suggested by Patrick Birmingham (see Exhibit 2, p. 30).

1. Trade shows, such as the Home Show, Gift Show, and dental conventions, play an important role in the region's economy.
2. Except for the New England Hotel/Motel Show, the trade shows are not easily accommodated in Commonwealth Pier because of the lack of hotel rooms and meeting rooms nearby.
3. Most trade and gate shows would prefer to be in a public rather than a private facility (Hynes vs. Commonwealth Pier) because the management of private facilities like to participate financially in the shows held in their halls.
4. Convention business fluctuates because most national conventions are unwilling to book the facility for consecutive years, but gate and trade shows are annual events.
5. Gate shows pay a higher rental rate, which helps cover the deficit at Hynes Auditorium. If five of the major gate shows were moved from Hynes Auditorium and the space filled with conventions, which is an unlikely assumption, it has been estimated the Auditorium deficit would increase by an additional \$100,000.
6. Many public events, such as school graduations, cannot be moved because of a legal commitment to provide them space at Hynes Auditorium (see Exhibit 3, p. 31).

7. Many of the gate and trade shows are held at times of the year when there is a minimum of convention business (see Exhibit 4, p. 35).
8. The management of Hynes Auditorium must balance the need to minimize the deficit with the desire to provide time for conventions. (If, on the other hand, the Commonwealth returned some portion of the hotel and meals tax to the city, there would be a greater incentive to provide more convention business at the possible expense of booking some consumer gate shows.)

It is apparent, then, that changes in policy regarding the use of Hynes Auditorium would not result in attracting significantly more conventions. It is equally apparent, contrary to Birmingham's arguments, that the gate and trade shows now allowed to use the facility are of some benefit to the Auditorium itself and to the city's economy.

Add to these arguments the growing pressure for expansion of Hynes because of the space needs of conventions.

Many meetings which have come to Boston in the past now find that they have outgrown the space at Hynes (see Exhibit 5, p. 36, from the American Dietetic Association). A more detailed survey of the convention market would be required in order to substantiate how many conventions are in this category and what additional facilities would be required in order to bring them back to Boston.

The International Association of Conventions and Visitors Bureaus maintains a comprehensive listing of some 7,000 conventions, which gives the general hotel room and meeting space requirements of each of these groups. This list was utilized to identify the potential market in Boston of groups that (1) could be accommodated just in Hynes Auditorium (conventions requiring meeting room/auditorium facilities for a minimum of 2,000 persons) and that (2) would require a larger facility than Hynes (more meeting rooms, exhibit or auditorium space).

In the first category, some 266 conventions were identified which would or have come to Boston. The city attracted 25 of these conventions in 1976, and has been averaging about 20 conventions per year over the past four years, capturing 8% of this market. This appears to be near Boston's maximum potential since such conventions tend to circulate around the country on a 10-year cycle.

An additional 100 conventions were identified (see Table 5, p. 25) which might come to Boston if a larger facility were available; approximately half of these would require a larger auditorium, the other half a larger exhibit hall. Further, some 3,500 to 4,500 additional hotel rooms would be required for 69 of these conventions; 24 would require larger meeting facilities but no additional hotel rooms. Thus, if a larger facility were to be provided, Boston would have to double the number of committable rooms available in order to attract 69 of the potential additional conventions.

DEVELOPMENT OPTIONS

A number of options exist for providing the facilities which will attract this market:

1. Better utilization of existing resources, including Hynes Auditorium, Commonwealth Pier, and Boston Garden.
2. Enlargement of Hynes Auditorium.
3. Construction of a new facility or public improvements in conjunction with a new convention hotel.

Clearly, one or another of the above alternative improvements must precede the addition of hotel rooms beyond those previously cited.

OPTION 1: EXISTING RESOURCES

Commonwealth Pier

Commonwealth Pier has recently been renovated, but because of the layout of the building it will continue to function primarily as a trade and gate show facility. Very few of the conventions which have either previously come to Boston or which might be interested in coming to Boston would be interested in this space because it lacks an auditorium and adjacent hotel space. The proposed berthing of the ship United States and its conversion for use as a hotel might solve the latter problem.

If certain of the gate and public shows were transferred from the Hynes Auditorium to Commonwealth Pier, additional booking time would become available for about five more conventions at the Hynes. The Hynes Auditorium deficit would increase because it makes proportionally more money on gate shows. But the larger deficit might be an acceptable alternative if it were certain that more conventions could be attracted by Hynes once the gate and trade shows were moved to Commonwealth Pier.

Hynes Auditorium

As discussed previously, if Hynes were operating at maximum convention occupancy, assuming possibly a larger deficit and holding fewer gate shows, it could handle approximately 30-35 conventions per year. The cost of such a policy decision has been estimated at about \$100,000 per year.

Boston Garden

A major drawback of the city's current facilities is the limited size of the auditorium space. If Boston Garden could be utilized as a meeting hall, seating 10,000 as opposed to 5,000 at Hynes, this deficiency might be overcome. While this option should be explored further, however, there are some inherent limitations to Boston Garden, including: no air conditioning, lack of meeting rooms, its distance from hotels and the present exhibit facilities, and the difficulty of scheduling space in prime meeting months.

In sum, it appears that beyond freeing the Hynes to serve more conventions, and providing hotel space adjacent to Commonwealth Pier, there are clear limitations in the combined use of the Boston Garden, Commonwealth Pier and Hynes Auditorium to optimize the city's convention potentials.

OPTION 2: ENLARGEMENT OF HYNES AUDITORIUM

Various proposals have been advanced for enlarging Hynes Auditorium. A new third floor to provide more meeting rooms, an enlarged first floor to provide more exhibit and auditorium space, a more functional lobby, and better access to the second floor are among the suggestions which have been made. The size of additional facilities which might be accommodated, their cost, and the number of additional conventions which would be attracted have not been explored at this stage.

But because of the limitations governing the use of the facility, a lack of parking and probably limited room for expansion, it is not clear whether these improvements would significantly expand the space in a manner which would provide for a quantum jump in the number and size of conventions which Boston could serve. An analysis of the cost and feasibility of expanding Hynes Auditorium is required.

OPTION 3: CONSTRUCTION OF A NEW FACILITY

A third option is to build a new convention facility with a large auditorium seating at least 10,000 persons, an exhibit hall of approximately 300,000 square feet on a single level, and meeting rooms and parking so that Boston could attract more of the larger conventions. Such a facility would generate the need for at least two additional convention hotels. The 3,500-4,500 rooms which would have to be provided should be in proximity to the convention hall and the other downtown hotels.

The cost of a convention facility is estimated to be at least \$30 million. Such a facility would in addition require a significant effort at promotion and funds on an annual basis to cover the deficit which such facilities generally run (\$1-2 million in the case of Baltimore, Detroit and Philadelphia).

If both facilities were to function (see Table 6, p. 26); Hynes Auditorium would have to capture about 20 national conventions per year, as it does now, while the new facility would have to attract 20 shows from the market from which Hynes draws plus an additional 10 from the new market that would open with the availability of larger facilities. It is doubtful whether there is a broad enough market realistically to support two facilities.

It is also questionable whether Boston is financially capable of operating both Hynes and a new convention facility. Hynes already operates at a deficit, and there are enormous costs involved in any new convention center, which Boston is in no position to bear, given its current financial problems. It is therefore unlikely that the city could justify financing a new facility, even with State assistance, unless another use could be found for Hynes and there were a commitment of significant ongoing State assistance in operating the facility.

In evaluating the three development options, a logical strategy would be first to examine in greater detail the convention market and the cost/feasibility of improvements to Hynes. An analysis of these factors would help weigh more accurately the other alternatives of constructing a new property or making improvements to Commonwealth Pier or the Boston Garden.

An additional strategy might be for the City of Boston to provide various public improvements, possibly with State financial assistance, in conjunction with the private development of a major convention hotel. In this way, the city could leverage private investment for the overall benefit of Boston's convention industry.

At this point, however, there is little reason for the city or the Convention Bureau to expand convention business unless the Commonwealth changes the revenue formula governing financial returns from the convention trade. The situation today is one in which the Convention Bureau and the city do most of the work and the Commonwealth receives most of the economic benefits.

THE COMMONWEALTH'S CONTRIBUTION TO BOSTON'S CONVENTION/ HOTEL INDUSTRY

During a typical 24-hour period, an individual attending a convention in Boston generates the following tax return to the Commonwealth:

<u>Expenditure</u>	<u>Amount</u>	<u>% of Sales Tax</u>	<u>Total Tax</u>
Room	\$ 35	6%	\$ 2.10
Food & Beverage	20	8%	1.60
Retail Sales	20	5%	1.00
Miscellaneous	10	5%	.50
	<u>\$ 85/day</u>		<u>\$ 5.20/day</u>

This return can be contrasted with the per/day property tax revenue which accrues to the city. Assuming 70% occupancy (255 days) and an average annual tax per room of \$650, the city's revenue comes to \$2.50 per day, about one-half of the income received by the Commonwealth.

While the convention/hotel industry benefits the city in a large number of ways (for example, the dollar volume from City of Boston conventions in 1976 is estimated at \$30 million), there are also significant service costs - police, fire, sanitation, etc. - which have been estimated to be in excess of \$800 per room. In addition, the city provides some staff support, services and publicity to the Convention Bureau and underwrites the deficit of Hynes Auditorium.

If one analyzes the cities which are competitive with Boston, one finds that in the majority of cases the states provide significant support for promotion and for the development and operation of convention facilities.

Table 7 (p. 27), from a 1971 survey undertaken by the International Association of Conventions and Visitors Bureaus indicates the total convention budgets of the 18 cities competitive with Boston and the amount of each budget which is supported by the tax base. In terms of the total budget for promotion, it is apparent that Boston ranks far below (13 of 18) the cities with which it is directly competitive. Analyzing the public support for convention promotion, it is also evident that Boston ranks the lowest in the amount of public support provided by both city and state. In other cities, support for convention promotion usually derives from a local sales tax, a portion of which is returned to the convention bureau. But in Massachusetts, the State government derives all the tax benefits from conventions and returns less to Boston's Convention Bureau than do any of our competitive states.

One might also note that two of Boston's competitive cities (New Orleans, Cincinnati) derive tax base support for convention hall construction/debt.

Table 8 (p. 28) compares the hotel room tax rates by state and by type of tax for the cities with which Boston is competitive. This table indicates that of the 13 states which have facilities competitive with Hynes, only two, Illinois and Pennsylvania, have state-imposed hotel room occupancy taxes. In contrast to Massachusetts, most states have a local option room occupancy tax and a state sales/use tax which covers hotel occupancy. In general, the revenue produced by these taxes is used to cover the costs of promotion and the operation and development of meeting facilities.

Two conclusions of particular significance can be reached on the basis of the preceding information. First, the Commonwealth of Massachusetts, in contrast to most competitive states, provides no local option room occupancy tax and, second, the total effective hotel room occupancy levy of 5.7% is below that of the other states shown on Table 7.

Given the need to expand Boston's convention facilities, it seems apparent at this stage that the Commonwealth should begin to share with the city and the Convention Bureau some of the proceeds which it derives from this industry as a means of necessary growth. The city has proposed legislation that would increase the Massachusetts room tax to 7%. This increase would generate an additional \$660,000, which could be returned to the Convention Bureau and city to be utilized in the most cost-effective way to expand the convention business, such as enlarging Hynes Auditorium or underwriting a portion of the deficit so that additional conventions could be booked at Hynes Auditorium.

Once a specific expansion program were finalized, the city would be in a better position to negotiate with the Commonwealth a return of the balance of the hotel tax. This revenue could be used for additional promotion and development activities.

DEFINITIONS

There are three types of shows which use convention facilities: conventions, trade and gate shows. The space and locational requirements differ in each and it is the conventions and trade shows which are of primary economic benefit to the municipality.

1. Convention

A meeting generally held in a hotel and centered around the membership of a local, regional or national organization. A small percentage of the total market requires a large facility consisting of a stage, auditorium, exhibit hall, meeting rooms, and banquet halls. These should be in proximity to first-class hotels, shopping, restaurants, and the airport. The majority of visitors are from out of town; parking, therefore, is not critical. Many conventions are no longer tied to a regional market. Of the total exposition hall business, 2/3 is of a convention nature.

2. Trade Show

A meeting of a professional group, not open to the public, where registration is required. As with a convention, a large proportion of these meetings take place in hotels. If a meeting hall is required it should contain a large exhibit area for booths and display areas, and meeting rooms. Hotel rooms and banquet halls in proximity to the exhibit hall are desired. Approximately 75% of the visitors come from within a 200-mile radius; adequate parking is a necessity.

Trade shows tend to have a large regional attraction. In Boston, medical, educational, electronics, and possibly printing and furniture are the major types of trade shows attracted to this region. The average trade show booth is 10'x10' (100 sq.ft.). One assumes that one-half of the gross floor area of an exhibit hall is available for booths (excluding common areas). Thus, a 100,000 square foot arena can handle a 500-booth show. Most trade shows need only 40-60,000 square feet for 200-300 booths.

3. Gate Show

A promotional/sales exhibit open to the public for a fee. A large exhibit space is needed as is adequate access and parking. The majority of visitors come from the metropolitan area. Gate shows, therefore, in contrast to conventions and trade shows, generate significantly less impact on the local economy (i.e., hotels, restaurants, transportation, etc.).

The Convention Bureau and the Auditorium Commission

An Auditorium Commission of five members was established in 1954 with the responsibility to construct, operate and maintain a municipal auditorium and exhibit hall. The fees and charges are fixed according to the schedule shown in Exhibit 6 (p. 38). The staff of the commission are responsible for the booking of space and the supervision of the facility.

The Convention Bureau is an independent non-profit organization supported primarily by corporate membership. The Bureau exists independent of the Auditorium Commission and is charged with promoting convention and tourist business. The Bureau has a staff of three salesmen who actively seek to book trade and gate shows both for Hynes Auditorium and the greater Boston hotels.

Hynes Auditorium

Hynes Auditorium contains 150,000 sq.ft.; this includes 60,000 sq.ft. in the first floor exhibition hall and 30,000 sq.ft. in the assembly hall, for 90,000 sq.ft. on the entire first floor level, plus 60,000 sq.ft. in the second floor exhibition hall. The 30,000 sq.ft. assembly hall can be used for exhibits or meetings of up to 5,500 people. Within the building there are 10 permanent meeting rooms and 13 modular meeting rooms. In addition, the basement of the building contains approximately 40,000 sq.ft. of storage space. The building does not contain any parking.

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TABLE 1

COMPETITIVE CITIES HOTEL AND CONVENTION FACILITIES

C I T Y	Hotel Rooms			Convention Facilities				
	# & proximity to conv. facility	metro	Occupancy	Exhibit	Sq. Ft. Total(6)	Auditorium Seats (7)	Mtg. Rms. # Size(8)	Parking(9)
First Tier	8 blocks (1)	15 min taxi (2)	(3)	Hall 1 level(5)				
1. Atlanta - Omni Ctr.	7,500	10,000	27,781	59.2	352,000	10,000	22(50-10,000)	800
2. NYC - Coliseum			46,833	72.0	64,000		8(35-200)	
3. Philadelphia	853	6,565	15,725	53.5	140,000		25	1,400
4. O.C. - Sheraton Park	1,400 rm.htl.		17,792	71.1	63,000		18(50-4,600)	950
Second Tier								
1. Atlantic City	7,705	7,705	9,906	50.0	400,000	41,000	30(100-35,000)	1,000
2. Baltimore Convention Ctr.	2,360		6,476	55.1	100,000		50,000s.f.	
3. Miami	1,500	5,000	18,913	69.3	108,000	3,800	50(60-2,800)	4,000
4. Montreal-Place Bonaventure	6,000		15,821	64.0	200,000	13,000	9	1,000
5. Pittsburgh	2,250	3,720	7,719	54.0	125,000		4	
6. Toronto-Exhibit Park			19,590	62.0	No conv. hall	5,717		
7. Chicago-McCormack Pl. Private	575	15,000	42,000	59.7	300,000	11,200	26	10,700
Third Tier								
1. Cincinnati			7,456	n.a.	95,000	8,000	26(50-3,000)	5,000
2. Cleveland		5,000	13,531	59.0	315,000	9,925	30(33-10,000)	
3. Detroit - Cobo Hall	3,828	5,248	17,497	60.0	400,000	9,561	50(25-3,700)	3,490
4. Hartford	400+	3,670	3,670	n.a.	404,000	3,000	3	500
5. Louisville	875	6,323	6,323	n.a.	58,000	2,100	3 30	27,000
6. Memphis	617	2,113	9,000	62.3	127,000	16,500	30(75-500)	1,100
7. New Orleans-Rivergate	10,081	13,644	17,192	69.9	134,000	17,000	14(200-1,300)	800
8. Superdome	2,727	10,917	17,192	69.9	270,000		52	5,000
BOSTON	4,018	7,022	9,783	68.1	90,000	5,000	23(20-800)	

Source: Boston Redevelopment Authority, Oowtown Development Department, Laurence Koff, from Mail Surveys of Various Convention Bureaus.

TABLE 2

CONVENTION HOTELS: BOSTON
October 1976

<u>Classification*</u>	<u>Boston Hotels</u>	<u>Total Rooms</u>	<u>Rooms Available for Convention**</u>	<u>Approximate Distance from Convention Center</u>
I	Bradford	322	200	1 mile
M	Childrens Inn	82	30	2 miles
D	Colonnade	300	150	1 block
D	Copley Plaza	450	200	4 blocks
M	Copley Square	150	80	3 blocks
I	Essex	300	100	2 miles
M	Fenway Boylston	94	25	6 blocks
M	Fenway H. J. Commonwealth	178	50	6 blocks
M	Hilton Inn - Logan	600	200	4 miles
M	Holiday Inn	300	75	2 miles
M	Howard Johnson "57"	360	200	8 blocks
M	Lenox Hotel	225	125	2 blocks
M	Midtown	161	125	1 block
D	Parker House	600	100	1½ miles
M	Ramada - Brighton	118	50	3 miles
M	Ramada - East Boston	200	75	5 miles
D	Ritz Carlton	260		6 blocks
D	Sheraton-Boston	1,400	1,000	adjoining
D	Park Plaza	800	500	6 blocks
	Total	7,100	3,305	

*Classification - based on rates

I - Inexpensive

M - Moderate

D - Delux

**Commitable rooms for city-wide conventions

Source: Greater Boston Convention and Tourist Bureau

TABLE 2 Cont'd

CONVENTION HOTELS: GREATER BOSTON
October 1976

<u>Classification*</u>	<u>Greater Boston Hotels</u>	<u>Total Rooms</u>	<u>Rooms Available for Convention**</u>	<u>Approximate Distance from Convention Center</u>
M	Charles River Motel	55	10	4 miles
M	Chestnut Hill Motor Inn Newton	150	50	7 miles
M	Fenway H. J. - Cambridge	200	100	2 miles
M	Fenway North - Revere	100	25	6 miles
M	Harvard Motor House Cambridge	72	25	3 miles
M	Holiday Inn - Cambridge	135	35	3½ miles
M	Holiday Inn - Newton	200	50	10 miles
M	Holiday Inn - Somerville	190	50	3 miles
M	Howard Johnson - Newton	273	75	6 miles
D	Hyatt Regency - Cambridge	500	200	2 miles
D	Mariott - Newton	430	100	10 miles
M	Sheraton Commander Cambridge	178	40	3½ miles
D	Sonesta - Cambridge	200	75	2½ miles
M	1200 Beacon Street Hotel Brookline	200	100	2 miles
	Total Greater Boston	2,883	935	
	Total Boston	6,900	3,305	
	Total Rooms	9,783	4,120	

*Classification - based on rates

I - Inexpensive

M - Moderate

D - Deluxe

**Commitable rooms for city-wide conventions

TABLE 3

PRICE RANGE OF HOTEL / MOTEL ROOMS
FOR MAJOR COMPETITIVE CITIES

1976

	Inexpensive	Moderate	Deluxe
Atlanta	8,969	11,589	7,223
New York City	11,140	21,499	14,194
Philadelphia	1,548	8,069	6,108
Washington, D.C.	3,280	7,554	6,958
Boston	622	5,021*	4,140

*Note: Assume 800/room Park Plaza Hotel

Source: Boston Redevelopment Authority, Downtown Development Department,
Laurence Koff, from Harris Kerr Foster & Co.

TABLE 4
HYNES AUDITORIUM
OPERATING CHARACTERISTICS

	1972	1973	1974-1975 (July 1-June 30)	1975-1976
Profit/Loss				
Income	\$ 460,525	\$ 471,684	\$ 489,049	\$ 585,514
Expenses*	<u>483,877</u>		<u>613,197</u>	<u>692,591</u>
Balance	-\$ 23,352		-\$ 124,148	-\$ 108,077
Occupancy(% of days)	75%	85%	75%	83%
Meeting Type				
Convention	14	18	22	25
Trade	11	11	10	8
Subtotal	25	29	32	33
Gate	15	18	16	11
Public	23	11	27	20
Subtotal	38	29	43	31
Public Schools	17	17	20	20
Total Events	80	75	95	84

*Note expenses do not include debt service of \$180,000/year.

Source: Boston Redevelopment Authority, Downtown Development Department, Laurence Koff, data from annual reports of Auditorium Commission.

TABLE 5

"100" LARGE CONVENTIONS FACILITY REQUIREMENTS

# of Commitable Hotel Rooms	Auditorium & hotel rooms		Larger Exhibit Space & hotel rooms		Larger Exhibit Space, Auditorium & Hotel Rooms	Totals
	Larger only	Auditorium & hotel rooms	Larger only	Larger Exhibit Space & hotel rooms		
- 3399	7	0	17	0	0	24
3400 - 4499		8		6	1	15
4500 - 5499		9		2	3	14
5500 - 6499		5		8	4	17
6500 - 7499		4		4	1	9
7500 - 8499		1		1	1	3
8500 - +		3		3	5	11
Totals	7	30	17	25	15	93

Source: Boston Redevelopment Authority, Downtown Development Department, Laurence Koff, from International Association of Convention and Visitors Bureau Exhibit Space Meeting Index, 1976.

TABLE 6

CONVENTION MARKET ANNUAL CAPTURE BY FACILITY

Number of Conventions / Year			
	Present Capture "250"+ Show Market	Potential Capture "100"+ Shows	Total
Hynes	25	-	25
Hynes plus new facility	40	10	50

Source: Boston Redevelopment Authority,
Downtown Development Department,
Laurence Koff.

TABLE 7

IACVB TAX SURVEY 1976

Ranking	City	Total Budget	Membership Dues	City \$	Tax Base Support State \$ for promotion	\$ for construction/debt	Grants or Matching
1.	Chicago	1,240,000	472,000	--	768,000	--	--
2.	New York	925,000	625,000	300,000	--	--	--
3.	Toronto	905,000	243,000	--	--	--	519,000
4.	New Orleans	829,000	300,000	100,000	400,000	1,700,000	--
5.	Detroit	786,000	270,000	250,000	118,000	--	--
6.	Louisville	783,000	--	--	726,000	--	--
7.	Atlanta	620,000	200,000	--	400,000	--	--
8.	Washington, O.C.	615,000	415,000	200,000	--	--	226,000
9.	Philadelphia	605,000	220,000	--	--	--	--
10.	Atlantic City	525,000	525,000	--	--	--	385,000
11.	Baltimore	355,000	100,000	125,000	115,000	--	--
12.	Pittsburg	335,000	99,000	92,000	--	--	--
13.	BOSTON	311,000	190,000	20,000	54,000	--	226,000
14.	Miami Beach	300,000	--	--	300,000	--	--
15.	Cincinnati	295,000	110,000	--	181,000	199,000	--
16.	Hartford	280,000	80,000	--	200,000	--	--
*17.	*Cleveland	240,000	28,000	100,000	--	--	--
18.	Montreal	205,000	134,000	--	--	--	--

* Indicates 1972 figure

Source: Boston Redevelopment Authority, Downtown Development Department, Laurence Koff, from IACVB Tax Survey, 1976.

TABLE 8
COMPARATIVE HOTEL ROOM TAX RATES
BY STATE AND BY TYPE OF TAX AS OF 6/76

<u>State</u>	<u>State Hotel Room Occup. Tax</u>	<u>Local Option Room Occup. Tax</u>	<u>State Sales/ Use Tax Cov- ering Occup.</u>	<u>Total Effec. Hotel Room Occup. Levy</u>
Connecticut	-	-	7	7
District of Columbia	-	-	8	8
Florida	-	2	4	6
Georgia (Atlanta)	-	3.7	3	6.7
Illinois (Chicago)	4.75	2	-	6.75
Kentucky	-	3	5	8
Louisiana	-	3	3	6
Maryland (Baltimore)	-	3-5	4	7-9
MASSACHUSETTS	5.7	-	-	5.7
Michigan (Detroit)	-	5	4	9
New Jersey	-	-	5	5
New York (New York City)	-	4.6	4	8.6
Ohio	-	.5-3	4	4.5-7
Pennsylvania	6	-	-	6
Tennessee	-	5	4.5	9.5

SOURCE: Boston Redevelopment Authority,
Research Department,
C. Carlaw, January 5, 1977
from Commerce Clearing House, Inc.
State Tax Guide

AMERICAN ACADEMY OF FAMILY PHYSICIANS

1740 WEST 92ND STREET . KANSAS CITY, MISSOURI 64114

ROGER TUSKEN
EXECUTIVE DIRECTOR

October 27, 1976

Robert E. Cumings, President
Greater Boston Convention
& Tourist Bureau, Inc.
900 Boylston Street
Boston, Massachusetts 02115

Dear Bob:


Just a bit of a further postscript on our recent Boston convention.

To date, we have received more than 100 letters from members praising the convention. Many of them expressed a great pleasure that Boston had been selected, for the site provided both an outstanding scientific setting and an opportunity for their wives and children to enjoy the great historical atmosphere.

The one disappointment expressed again and again was great chagrin of the lack of quality of the hotel accommodations. As you know, we had many difficulties in securing a reasonable number of hotel rooms and had to include many that were marginally acceptable.

In our opinion, Boston could use at least two new hotels providing 800-1,000 rooms. My personal assessment of the situation is that if new major properties are developed, our Academy Board of Directors very likely would favorably entertain a "return engagement." Without additional new facilities, I expect it will be much more difficult to obtain such a commitment.

Sincerely


Roger Tusken

rt:jr



EXECUTIVE OFFICE

Sheraton-Boston Hotel
SHERATON HOTELS & MOTOR INNS. WORLDWIDE

PRUDENTIAL CENTER
BOSTON, MASSACHUSETTS 02199
TELEPHONE (617) 236-2000

January 13, 1977

Mr. Robert Cumings
Boston Visitor and Convention Bureau
900 Boylston Street
Boston, MA 02199

Dear Bob:

In view of what has occurred in our city recently I feel strongly that the time has come to take a stand on the question of conventions versus gate shows in the John B. Hynes Auditorium.

Unless we can make the Auditorium available for prime conventions, other Boston hotels may be forced to close their doors.

I am aware of three major conventions which are willing to come to Boston if we can provide them with the Auditorium.

1. The American Society of Nephrology - November 14-20, 1979.
2. American College Art Association - Late January, 1981
3. American Production and Inventory Control Association - November 1-6, 1981

A review of our files indicates an additional 27 groups, representing \$7,100,000, could be brought to Boston in the 1980's if we had Hynes space.

In the past we have lost business because of the non-availability of the Auditorium and considering the City's financial needs and those of the Hotel-Motel Industry of Boston, positive action must be taken to eliminate this problem.

Patrick J. Birmingham
Vice President and General Manager

PJB/rbs/4-5



CITY OF BOSTON
LAW DEPARTMENT

11 BEACON STREET, BOSTON 8, MASS.

ARTHUR G. COFFEY
CORPORATION COUNSEL

TELEPHONE: LAFAYETTE 3-6200

February 10, 1964.

Auditorium Commission of
the City of Boston
44 School Street
Boston, Massachusetts

Gentlemen:

This is in response to your request for my opinion on three questions. First, for what purposes may the auditorium be let out, and under what conditions?

In Boston v. Merchants National Bank, 336 Mass. 246, which upheld the constitutionality of St. 1954, c. 164 (as amended by St. 1957, c. 713), under which the auditorium is being constructed, it was represented to the Court by the City that the auditorium was to be so designed that it would be suitable -

(1) for public exercises and hearings, political rallies and other meetings in the exercise of the constitutional rights of assembly, and exhibitions and shows incidental to municipal functions such as exhibits of the work of public school pupils and fire prevention and civil defense displays,

(2) for rental for congresses and conventions of national and regional organizations of public officials as well as of municipal and regional professional, trade, labor, fraternal, veterans' and eleemosynary organizations, and

(3) for rental for privately sponsored exhibitions and shows commonly resorted to by the public for education or recreation such as home and furniture shows, sportsmen's and boat shows, flower, dog and poultry shows.

The Supreme Judicial Court said (338 Mass. 245, 248-249):

"Considering St. 1954, c. 164, and its amendment, we have no hesitation in determining that the erection of the proposed auditorium is a public purpose. Without it, the city of Boston, which is a cultural, educational, and historical center of more than national prominence, will have within its limits no place indoors suitable for public meetings of about five thousand people. Such a facility is an obvious necessity if the city is to maintain its position in the front rank of the municipalities of our nation. Lacking such a building, Boston might disappear from the list of great convention cities. It is well known that an appropriate convention site is of important value in promoting the public interests of a large city, a public advantage which is not swallowed up because conventions may also be of incidental benefit to private citizens. We cannot accept the contrary contention.

"The defendant concedes that 'the construction of a municipal auditorium for "public exercises and hearings, political rallies and other meetings in the exercise of the constitutional right of assembly, and exhibitions incidental to municipal functions such as exhibits of the work of public school pupils and fire prevention and civil defense displays" . . . would be a public purpose and if the statute limited the city to the construction of such a hall it would be constitutional.' We think that the additional references to 'an exhibition hall' or to 'conventions and other shows and gatherings' do not derogate from construing the statute to be constitutional."

The Court further said (338 Mass. 245, 249-250):

" . . . This structure does not have to be so designed as to become an unnecessary drain on the taxpayers. If a sound financial scheme embraces facilities which tend to make possible a more near full time use, it is not to be presumed that the dominant purpose ceases to be public and becomes private. The presumption is the other way. Talbot v. Hudson, 16 Gray, 417, 522. We need not depend upon an inference to determine that the public use is secondary or incidental. See Wheelock v. Lowell, 196 Mass. 220, 221; Allydona Realty Corp. v. Holyoke Housing Auth., 304 Mass. 283, 29; Opinion of the Justices, 320 Mass. 773, 776. But were it required we would draw that inference. Regarding the objectives enumerated in the statute, we do not perceive that they have the effect of swinging the pendulum to the side of a predominating private purpose. To us the objectives seem reasonably incidental to public use. If, in practice, unforeseeable improprieties should develop means for their correction are available. See Wheelock v. Lowell, 196 Mass. 220, 225."

From this it is clear that the dominating or primary use must be public; but other uses are permissible to avoid the structure's becoming an unnecessary drain on the taxpayers. There is nothing in the Court's opinion to indicate that any of the three proposed uses is other than public, although the Court does not specifically state that rental for privately sponsored exhibitions and shows commonly resorted to by the public for education or recreation is a public use while it explicitly recognizes that use as a convention site as well as use for public exercises and hearings, political rallies and other meetings in the exercises of the constitutional right of assembly and exhibitions and shows incidental to municipal functions are public uses.

Without question, top priority must be accorded public exercises in-
sofar as use for such exercises is foreseeable. For example, the assembly hall must not be rented for any day which in the regular course of events would, under the City Charter, be the day for inaugurating a Mayor. Similarly, the assembly hall must be reserved for public school graduation and other public exercises the date for which is fixed before such hall is otherwise committed.

Undoubtedly, your Commission must recognize that ordinarily conventions schedule their meetings years in advance, and has power to commit the auditorium sufficiently far in the future to conform with this practice after taking into account then foreseeable public exercises. On the other hand, local shows and gatherings do not require commitments so far in advance; and the Commission must defer acceptance of their applications to

the latest practicable date so as to afford the fullest possible priority to public exercises and conventions. In short, in committing the Auditorium, the Commission must accord first priority to public exercises and second priority to conventions insofar as there are competing applications; but the Commission may, at times customary in the trade, make binding commitments on the basis of what is then before it even though a subsequently developing preferred use may thereby be excluded.

Your other inquiries are: Who fixes the rent or charge for the use of the auditorium, and may the rate or charge vary from event to event?

The charge to be paid for the use of halls in municipally owned buildings is fixed by Rev. Ord. (1961) c. 30, s. 1, cl. (133), which is codification of Rev. Ord. (1947), c. 40A, s. 1, cl. (134), as inserted by Ord. of 1956, c. 7, s. 2. The latter ordinance antedated the ordinance (Ord. of 1957, c. 2) creating your Commission, and while couched in terms broad enough to cover the halls of the auditorium, fixes charges obviously inadequate for the use of those halls. My advice is that you recommend an ordinance specifically related to the auditorium which would set minimum and maximum charges for the halls therein and empower your Commission to fix within the limits set charges for specific uses. Cf. St. 1949, c. 222, s. 1. Charges set within such limits could vary, but only when special circumstances recognized in law as rational grounds for a different classification exist.

Yours very truly

HYNES AUDITORIUM - TYPICAL YEAR

BOOKING DATES AVAILABLE FOR CONVENTIONS

JANUARY

S	M	T	W	T	F	S
- NEW YEARS -						
LUMBERMEN CONVENTION						
DENTAL CONV.						
AUTORAMA						
SPORTMAN'S SHOW						

FEBRUARY

S	M	T	W	T	F	S
BOAT SHOW						
	16	17	18	FLEA MKT.		
	23	24	25	26	27	28
29						

MARCH

S	M	T	W	T	F	S
HOME SHOW						
	15	16				
					26	27
					28	NE. HOSP. ASSEMBLY

APRIL

S	M	T	W	T	F	S
				1	2	3
4	HOTEL/RESTAURANT				9	10
HOLY WEEK						
OPERA						
25	26	27	28	29	30	

MAY

S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
GRAD. 17	18	19	20	21	22	
GRAD. 24	25	26	27	28	29	
30	31					

JUNE

S	M	T	W	T	F	S
BOSTON SCHOOLS						
6	CHRIST. SC. CHURCH & BOSTON SCH.					
	15	16	17	18	19	
20	21	22	23	24	25	26
27	28	29	30			

JULY

S	M	T	W	T	F	S
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

AUGUST

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

SEPTEMBER

S	M	T	W	T	F	S
LABOR DAY						
5	6	7				
GIFT SHOW						
18						
19	20	21	22	23	24	N.E.
BEAUTY	28	29	30			

OCTOBER

S	M	T	W	T	F	S
		1	2			
BOOK SHOW						
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

NOVEMBER

S	M	T	W	T	F	S
AUTO SHOW						
SKI SHOW						
INTERNAT. INST.						
THANKSGIVING						
JAZZ FEST						
	29	30				

DECEMBER

S	M	T	W	T	F	S
FLEA MKT.						
	6	7	8	9	10	DOG
SHOW	13	14	15	16	17	18
19	20	21	22	23	24	
CHRISTMAS						



EXHIBIT 5

THE AMERICAN DIETETIC ASSOCIATION

430 NORTH MICHIGAN AVENUE. CHICAGO, ILLINOIS 60611

TELEPHONE: (312) 822-0330

November 9, 1976

Mr. Paul Lanigan
Manager
Greater Boston Convention
& Tourist Bureau
900 Boylston Street
Boston, Mass. 02115

Dear Paul:

We would like to thank you and the Bureau for all of your efforts in our behalf prior to and during our meeting.

Our registration totaled 9,293 (including 1,866 exhibitors) with a 396-booth exhibit. Despite many physical disadvantages and lack of proper meeting room space, we did manage to have a very successful meeting in Boston...the largest ever for ADA. Our members and our exhibitors seemed very happy, for the most part. I have several recommendations that I intend to make to the Mayor of Boston and one primary request is that the city find some additional ways of funding the Bureau so that you will be able to give Associations the same type of service we receive in most U.S. cities. You have a very pleasant staff but not enough qualified help. This was particularly evident in your housing operation.

I was also disappointed that we had to use 26 hotels (including some properties that were not too desirable) to accommodate our registrants in 3,793 hotel rooms, and that we had such a struggle trying to obtain these rooms.

We thank you for the extra assistance during our set-up weekend. It proved extremely valuable.

Naturally, you can understand that we cannot consider Boston in the future unless another floor is added to the John B. Hynes Auditorium or a larger facility is constructed with sufficient meeting rooms, exhibit space, and registration space. It certainly is a pity since our Association would really like to book an east coast city at least every five years or so. We don't fit in Washington, D.C., we don't feel we can afford New York, we've overworked Philadelphia (meeting room space was tight there also), and Atlantic City's comeback is years away.

I have to honestly say that the situation in the John B. Hynes Auditorium makes a convention manager's job unusually complicated, and it is almost impossible for an Association to budget costs in a facility whose rental fees include only the "walls."

Paul Lanigan
November 9, 1976

There are too many exclusives (janitorial service should not be an exclusive, nor the security guards) and a hall coordinator is definitely required. I found everyone pleasant, and most persons cooperative, but trying to pull it all together in the planning period and "on-site" was a real chore.

Win-Deco Display Company and Eastern Transfer are real pros and they cooperated beautifully with our service contractor. I was quite grateful that an arrangement was made between the service contractors to allow me to deal directly with Win-Deco regarding meeting room set-ups, ice-water, etc. It is interesting to note that though Win-Deco is not a hall "exclusive," they seem to understand the problems of an Association trying to manage a meeting there so well, and they have such a nice rapport with hall personnel that they are able to function somewhat in the capacity of "coordinator."

The Sheraton-Boston did an excellent job for us and our only complaint there was slow check-in and check-out, a bank of elevators in the South building that malfunctioned during most of our meeting week, plus the necessity of much more resetting of rooms than we normally do (since J.B. Hynes did not have enough space) which raised the costs of our Audio-Visual labor and put a unusual burden on the hotel staff.


We were grateful the Berklee Performance Center was close by. It was a fine theater, but it is really difficult and undesirable for us to have to function in three facilities instead of two.

I will give Mayor Kevin White essentially the same information I have included in this letter and will copy the Bureau and John B. Hynes Auditorium.

We thank you again, for your assistance and your kindness. If some of the above mentioned problems could be rectified, I could enthusiastically recommend Boston to my NAEM friends as a convention site. I can at least wholeheartedly recommend the Boston atmosphere, the history, the food, and the people. And I certainly cannot fault the city's popularity as a convention site, considering our recent meeting attendance.

I'll look forward to meeting and talking with you now and again in the future when our paths will surely cross.

Cordially,



Teresa Dumouchelle
Manager, Exhibition and
Annual Meeting Services

TD/ant

cc: Bob Cummings, President, Greater Boston Convention & Tourist Bureau
Theodore V. Anzalone, Manager, J.B. Hynes Veterans Auditorium
Albert Kramer, Business Manager, J.B. Hynes Veterans Auditorium
Joseph R. Hynes, Exec. Secretary, J.B. Hynes Veterans Auditorium
Clara Zeppel, ADA Executive Director
Norine Condon, ADA Assistant Executive Director, Communications



HYNES AUDITORIUMChapter 15 - Fees and Charges

§450

ENUMERATION

The following fees and charges are hereby fixed under all powers hereunto enabling (including that conferred by chapter 222 of the acts of 1949):

(21A) Auditorium, Use of. The charge to be paid for a license from the auditorium commission to use the municipal auditorium or the assembly hall, first floor exhibition hall, or second floor exhibition hall therein for a day or part of a day shall be the basic fee and the additional fee prescribed by this clause. The basic fee shall be such amount as the auditorium commission shall deem reasonable in the circumstances after taking into account the season of the year, the particular day or days involved, the type and extent of the use involved, the prices of others for competing facilities, and all other relevant factors; provided, however, that in the case of a license covering all halls in the auditorium, the basic fee shall be not less than \$2,500.00 nor more than \$4,500.00, except that the basic fee for such a license shall be, in the case of a use ceasing before 1:00 P.M., not less than \$1,200.00 nor more than \$1,800.00, and in the case of a use commencing after 1:00 P.M., not less than \$1,800.00 nor more than \$3,000.00; and provided further, that in the case of a license for the assembly hall, the basic fee shall be not less \$1,000.00 nor more than \$2,500.00, except in the case of a use ceasing before 1:00 P.M., in which case the basic fee shall be not less than \$500.00 nor more than \$1,200.00; and provided also that in the case of a license for the first floor exhibition hall, the basic fee shall be not less than \$1,200.00 nor more than \$2,000.00, except that the basic fee for such a license shall be, in the case of a use ceasing before 1:00 P.M., not less than \$500.00 nor more than \$1,000.00, and in the case of a use commencing after 1:00 P.M., not less than \$800.00 nor more than \$1,500.00; and provided in addition, that in the case of a license for the second floor exhibition hall, the basic fee shall be not less than \$500.00 nor more than \$1,200.00, except that the basic fee for such a license shall be, in the case of a use ceasing before 1:00 P.M., not less than \$300.00 nor more than \$600.00, and in the case of a use commencing after 1:00 P.M., not less than \$450.00 nor more than \$900.00. When, incident to a license for which a basic fee is paid, a further license is granted to use the hall or halls covered by the principal license solely for setting up, rehearsing or dismantling the exhibition, convention or other show or gathering to be held under the principal license, no basic fee need be imposed for such further license unless the days covered thereby exceed in number the days covered by the principal license. The minimum and maximum basic fees set by this clause shall be construed to include general light, heat and air conditioning and, in the case of the assembly hall, the use of such city-owned seats and of such city-owned risers therefor as the auditorium commission from time to time may control. The additional fee shall be such amount as the auditorium commission shall determine approximates the cost to the city of furnishing communication services and compressed air, water, steam, gas and electricity for specific uses, of providing janitorial and clean-up services, of providing, setting up and removing booths, counters, signs, tables, chairs or other furnishings in any hall or meeting room, of receiving, setting up and dismantling exhibits, of handling and storing crates, of opening and closing the orchestra pit, of dismantling and resetting city-owned seats and risers in the assembly hall, and of supplying carpenters, electricians, gasfitters, plumbers and other tradesmen, doorkeepers, guards, watchmen, ticket sellers, ticket takers, ushers, porters, technicians and operators for public address system, motion picture equipment, stage lighting and equipment, and other special lighting or equipment, and other such personnel.

